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STAKEHOLDER PRIORITIZATION BY SOCIAL AND NON-SOCIAL ENTERPRISES

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1. INTRODUCTION

Stakeholder prioritization has been a very discussed theme within Stakeholder Theory since its been launched. Mitchell et al. (1997) were the most influential authors to shed light on the issue with their Theory of Stakeholder Salience. But still many scholars have already dedicated researches to show the gaps the model holds (Weitzner & Deutsch, 2015), leaving the problem as a not fully disclosed subject. To make things more difficult, discussion gets even more complex with initiatives that aim to benefit a public as wide as "society".

With numerous crisis of environmental disasters, human rights violations, social inequality, religious intolerance followed by increasing blame on a system thirsty for financial gains, more and more examples of business involvement in societal and environmental issues are appearing and even maturing (Zadek, 2004). At the same time, a growing number of new business are already being born with a social mission as a focus, enriching and developing the social entrepreneurship ecosystem. In sum, there is a enormous variety of initiatives happening. But although social entrepreneurship and other concepts - like: corporate social responsibility, shared value (Porter, 2011) or sustainable value (Hart, 2003) - are concepts that represent similar ideas - the approximation of financial gain with social impact - they differ in a very important aspect: final objective. Social entrepreneurship is usually born with social impact as its main goal, and business is just an efficient way that they found to reach this objective. While on those other concepts the final objective is to improve performance and - as Zadek (2004) puts it - "to enhance long-term economic value".

The idea put into test here is that organizations that have a social mission as a focus and financial gains as a mean - understood as social enterprises - present different patterns of stakeholder prioritization from organizations that views social impact as a way to enhance performance or competitive advantage, in other words, organizations that have economic value creation as a final objective and social mission as a mean - understood here as non-social enterprises. This is based on Mitchell's et al. (1997) argument that stakeholder salience depends on manager's perception on power, legitimacy and urgency and Weitzner and Deutsch's (2015) argument that this perception depends on manager's or decision maker's motivations. In sum, with this study we hope to contribute to the theoretical discussion on stakeholder prioritization.

The study does not disagree or ignores the probable asymmetries between firms and managers interests pointed out by Agency Theory, but it does rely on Austin, Stevenson, and Wei-Skillern's (2006) argument that firms with a social mission have to count with mission driven incentives instead of self-interested incentives due to lack of resource. This argument leads to the conclusion that firms with a social mission results on a greater alignment of motivations between firm and its decision makers. So in those cases managers can represent firm's interests more accurately than in self-interested initiatives.

Within this context, this paper's research problem is raised: are there different patterns of stakeholder prioritization in social enterprises and in non-social enterprises? With this goal in mind two objectives were determined: (1) to detect which stakeholders are prioritized by social enterprises and non-social enterprises certified by the B System; (2) to analyze possible differences or similarities in the stakeholders prioritization on social enterprise and non-social enterprises. To answer those questions, database from the B Impact Report on certified B corporations is used.

The article is organized in the following sections: main concepts (section 2), methodology (section 3), data collection and analysis (section 4), conclusions and references.

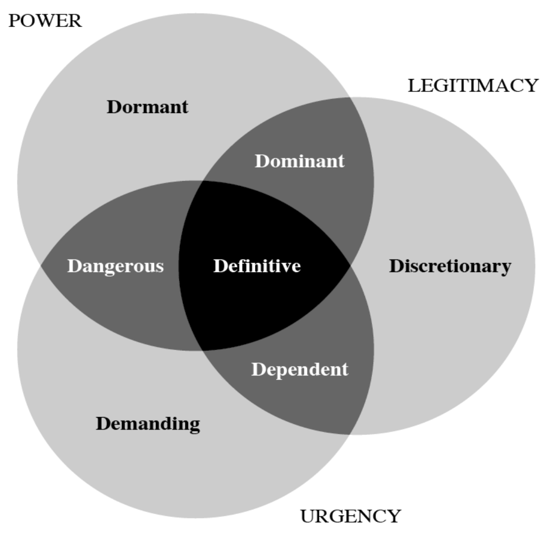
2. BACKGROUND
2.1 Stakeholder Prioritization

Freeman (1984) defined stakeholders as “any group or individual who can affect or is affected by the achievement of the organization's objectives” (p.46). This very wide definition, at the same time that opens manager’s minds to the idea that there are other interests to be considered besides shareholder’s, also raises the question of feasibility: is it possible to attend to so many claims and needs? For many scholars identifying who and what really counts for each firm is the way to go so gaps are filled and the theory is further perfected (Hall, Millo & Barman, 2015).

For social enterprises this issue is even more delicate. Mission driven initiatives has a intensified need to deal with cross-sector relationships since its mission is to solve social issues. Each sector deals with weaknesses - for example: scarcity of resources on nonprofits; red tape on public services; and lack of experience with social issues on businesses - that have more chance of being surpassed or diminished if they work together exploring their strengths - as: know-how on social issues from nonprofits; scalability through public initiatives; and productivity and management effectiveness in businesses (Phills, Deiglmeier & Miller, 2008). Unfortunately, working in a collaborative environment also raises challenges. In dealing with so many stakeholders with such different backgrounds and point of views consensus is frequently difficult be reached (Raith & Starke, 2017). In this very common situation, what stakeholder needs and claims are being prioritized?

Trying to enlighten the discussion, in 1997, Mitchell et al. proposed a model to detect to whom (or what) manager really should pay attention, which they called theory of stakeholder salience. As shown in figure 1, this model was based on the analysis of three attributes: “(1) the stakeholder’s power to influence the firm, (2) the legitimacy of the stakeholder’s relationship with the firm, (3) the urgency of stakeholders’ claims on the firm” (Mitchell et al., 1997, p.854).

Figure 1: One, Two or Three Attributes Present



Source: Mitchell et al. (1997, p.874).

Although this model has been of great importance since it has been launched and remained as a dominant model on the decades to come (Weitzner & Deutsch, 2015). Many scholars have already pointed out flaws and gaps on the Theory. Weitzner and Deutsch (2015), for example, criticize the model's lack of consideration for the manager's motivations, highlighting the difference between stakeholder salience and prioritization. According to them, salience is merely about stakeholder's attributes, and prioritization also considers managers view of those attributes. So in this paper, we will be talking about prioritization.

2.2 Social Entrepreneurship

Social entrepreneurship is a term that is being increasingly repeated and spread by academics and practitioners, but still lacks cohesion in its use. There is no consensus regarding some important issues that revolve around the theme, starting with its conceptualization (Neck, Brush & Allen, 2009). Many different authors have enriched the literature on the subject by working in a definition (Dees, 1998; Mair & Martí, 2006), but this variety of visions and paradigms resulted in a fuzzy study field (Mair & Martí, 2006).

Some authors define social entrepreneurship focusing on the actions behind it. Mair and Martí (2006) frame it "as a process involving the innovative use and combination of resources to pursue opportunities to catalyze social change and/or address social needs" (p.37). Others try to clarify the term through the entrepreneur lens. In this group can be found those that focus on entrepreneur's personal characteristics (Dees, 1998) - innovative; mission driven; reformers; relentless - and those that focus entrepreneur's patterns of behavior. Being that the last - as Mair and Martí (2006) pointed themselves - can be easily crossed with the process based definition. There is still a group that focus on institutional formats. Since for most authors social entrepreneurship can result in or be developed from nonprofits, enterprises or the public sector (Austin et al., 2006; Mair & Martí, 2006), some consider the cross-sector aspect of the field as a highlighted characteristic (Austin et al., 2006). And finally, there are those that claim that to identify social entrepreneurship it is essential to look for social value creation. Being that some defend to focus on input (Dees, 1998) - purpose and intentions - and others on output, results (Neck, Brush & Allen, 2009).

It's not the aim of this paper to choose the better definition or even less to build a new one. But it is important to clear what is meant when the term social entrepreneurship is used here. With this aim, criterias were defined so companies could be clearly identified as social and non-social enterprises. The first criteria used was the legal format. According to Austin et al.'s (2006) although nonprofits and public initiatives can also be considered social enterprises, their legal format holds specificities that differentiates them from for profit organizations. So, although that is a complex discussion, with the aim of using clear and objective criterias, this paper will be considering only business as social enterprises - that excludes non-profit initiatives or cooperatives. The second criteria is that the firm's strategic mission has to attest to address one or more of the United Nations 17 sustainable goals. The third is that the firm's core business has to present direct relation and dependence to the social value created by the firm, so punctual philanthropic initiatives and program's of minimization of externalities will not considered social enterprises by this paper once they fit much better the corporate social responsibility concept.

In sum, for this study, companies that: (1) do not have a for-profit format; (2) do not address to one or more of the United Nations 17 sustainable goals on their strategic mission, and (3) do not have a core business directly related and dependent of the firm's social value, will be considered as non-social. For this study, all characteristics define a social enterprise, so if at least one of them is not present in a particular company, it will not be considered a social business, even if it shows good social and environmental performance.

2.3 Stakeholder prioritization in the social enterprises

In social enterprises the stakeholders are seen as key agents for the organization. They insert resources without necessarily having expectations of financial retribution, unlike traditional businesses (McDermott, Kurucz & Colbert, 2018; Rozali, Abdullah, Jamaluddin, Ramil, Hussin & Ahmad, 2018; Lubberink, Blok, van Ophem & van der Velde, 2018; Fowler, Coffey & Dixon-Fowler, 2017).

Raith e Starke (2017) contributed to the prioritization of stakeholders by proposing a quantitative model to be used in negotiation processes. For the authors, there are several stakeholders in the social affairs, and diverse interests can be a problem in the negotiations. Thus, the social entrepreneur can list the stakeholders that most contribute to the effectiveness of the business, and thus assign different levels of importance (Raith & Starke, 2017). Although Raith e Starke (2017) proposes analysis based on organizational effectiveness, the authors argue that a stakeholder who has an important policy position may require differential treatment.

Through a case study, Fowler, Coffey e Dixon-Fowler (2017) argued that the local community is the most critical stakeholder for the business and should be seen as part of the team. The members of the community support themselves physically and emotionally for the operationalization of the business, contributing to the effectiveness of the business. The community has the power to influence other stakeholders and decide on the success or failure of the business (Fowler, Coffey & Dixon-Fowler, 2017). Thus, they have the three attributes listed by Mitchell, Agle, e Wood (1997). Power by influencing results in business; legitimacy by being part of the team; and urgency to be considered critical in all issues. Complementing the findings of Fowler, Coffey e Dixon-Fowler (2017) it is coherent to report that the community has power in the business when the company's mission contemplates the service for this group of stakeholders. If the business is not directly to the local community, its power will not be so obvious, cause the relationship between it and the company will be weak.

Kabbaj, El Ouazzani Ech Hadi, Elamrani e Lemtaoui (2016) studied the social enterprises of the Morocco and listed the most important stakeholder groups for this type of the business. They are: international donors, employees and volunteers, entrepreneurs, public institutions and beneficiaries / customers. Although these stakeholders were listed as the main stakeholders, the authors did not present ways of prioritizing stakeholders within this group, nor did they show what makes each of these groups important.

For Altinay, Sigala e Waligo (2016), in social enterprises the most important are the human and political capital, thus, the stakeholders who provided such capital for the business deserve more attention. Through case studies in the social tourism sector, government and local community were considered the stakeholders most important for the business, because they have human and political capital, making it possible to obtain resources for companies (Altinay, Sigala & Waligo, 2016). Altinay, Sigala e Waligo (2016) corroborate the idea of Fowler, Coffey e Dixon-Fowler (2017), when they reporting that the local community should be seen as part of the team and deserves to be empowered to collaborate in problem solving with the organization.

The social entreprises literature does not presents clearly and consolidated instructions about the stakeholders prioritization, only simple ideias. So, there is no answer for the research problem of this study in the stakeholder literature nor social enterprises literature.

3. METHOD

As database we used B Impact Reports. Those are reports emitted by the B System, a worldwide network of more than 2,400 organizations that were certified for meeting performance requirements connected to environmental and ethical aspects. Those certified organizations are called B corporations, or just B corps. Those reports were chosen among others formats because the B System includes not only corporate social responsibility initiatives, but also social enterprises, probably due to its assessment relative simplicity. All the data collection is made through an open-access tool called B Impact Assessment. Multinationals with a corporate social responsibility area can also count with more complex standards of reports, like the Global Reporting Initiative - GRI, but to keep the informations comparable between one another, this paper based only on the B Impact Report. Also the B Impact Report is already organized by stakeholder (figure 2). For each certified corporation a new report is emitted every two years. For this study the last two reports of each certified company were consulted. Those included reports from 2015 and 2017, or 2016 and 2018. Only Brazilian firms were considered for the study, in order to limit the sample.

The first step was to verify the B Assessment's method of data collection in order to confirm reliability on the informations presented on B Impact Reports. Within this step it was also analysed what the B Impact Assessment values and evaluates. The second step was to identify which firms were social enterprises, so a comparison between one another could be made later on. The B System categorizes companies into five industries and the assessment for each of those industries have slight differences, so within the second step there was also a separation per industry. Finally, data presented by each B corporation's report we systemazed in one place and equalized so, independently from differences per industries, the information could be comparable. Then, calculation like stakeholder with highest score, measure position (average) and measures of variability (variance and standard deviation) were generated so the data were more easily readable, interpreted and analysed. Calculations and tables were developed in excel software.

For the analysis of the data, was considered the difference test between independent means, which considers as null hypothesis that there is no difference between the means of the two groups analyzed (Lapponi, 2004; Witte & Witte, 2005). For this, a 95% confidence level was adopted, a significance level of 5% for rejection of the null hypothesis.

Table 1: Steps on Data Collection and Analysis

Step	Activities	Observations
1	Analysis of the B Impact Assessment method of data collection / Identification of what the B Impact Assessment evaluates	The B Impact Assessment is the tool used to generate the data presented on B Impact Reports
2	Identification of social enterprises among B corporations / Identification of industry category of each B corporations	B Corporations are categorized into four industries and the assessment for each category are slightly different.
3	B Impact Reports data systematizations and equalization	
4	Development of tables and calculations	-

Source: The Authors (2018)

4. DATA COLLECTION AND ANALYSES
4.1 Analysis of the B Impact Assessment

To understand what the B Impact Report is, first it is necessary to get to know the B System. The B System was created by B Lab, a global nonprofit organization that promotes the alignment of business interests with society needs with the aim of enhancing a more sustainable economic development around the world. Not only firms, but also cooperatives and nonprofits can be certified, although for profit organizations still represent the wide majority of the group. Social enterprises and firms with a strong CSR are definitely the main interested on the B Certification.

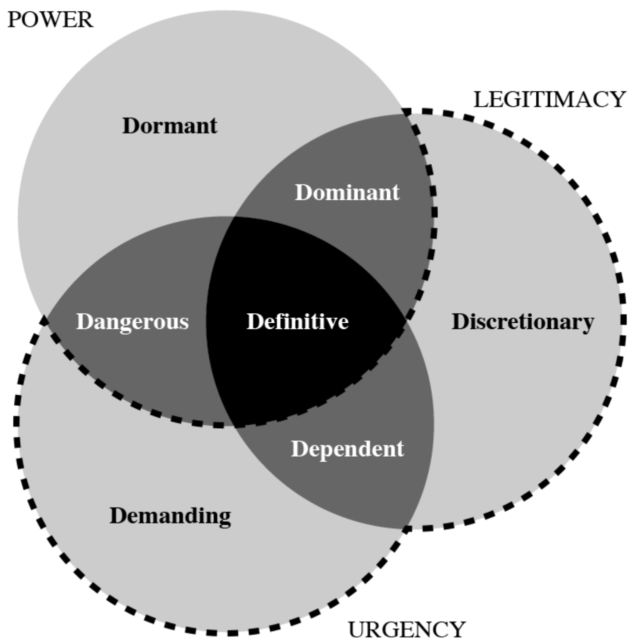
The B Lab provides a open access tool for organizations that are interested in evaluating their own impact, the B Impact Assessment. To use it organizations just have to access the B Impact Assessment website, register and answer to a two to three hours long multiple choice test. Based on the answers and documents the organization gets a score on their politics and actions related to environment, workers, customers, community and governance. The report generated exhibiting the organization's score is the B Impact Report. If a organizations reaches a score of 80 points or more, it can request a B Certification. Then corroborative documents are requested so the information provided on the test are verified. Although the B Impact Assessment is an open access tool based on self-declaration, it was considered a reliable source, because only the database of certified organizations was used on the research and to become a B corp, documents and receipts are requested by B Lab so all the information provided on the assessment is confirmed. The reliability of those reports are extremely important for the B System itself, because the certification, their core activity, is based on the results of the B Impact Report.

The assessment is completely made through a questionnaire that has two kinds of questions: screening and evaluating. The screening questions are only for the record, asking for informations, like: net profit; number of employees, organization’s mission, etc. The questions used for evaluation are all constituted of multiple choice answers and are worth a determined amount of points that varies from question to question. Depending on the answer chosen the organizations can get from 0 to the maximum score the question is worth (it varies from question to question). The test is divided in five parts correspondent to the categories shown in the report: governance; workers; community; environment and clients. Each of those sections are divided in subsections. For example, “workers” can be divided into: remuneration and salaries; benefits to employees; training and education; etc.

Two simulations of assessment were made so the variations per industry could be better understood. Analyzing the weights attributed to each section, it is possible to infer that the B Impact Assessment valuates the attention organizations give to powerless stakeholders. It makes sense if you realize that traditionally inhospitable environments - like inaccessible localities, territories with poor infrastructure, communities with low purchasing power or with no access to information - are viewed by business either as outside their radius of action, either as challenges to overcome in view of future returns. In social entrepreneurship those contexts are seen as opportunities, since those adversities are in itselves the motivations that drive the organization's mission and core activities (Austin et al., 2006; Di Domenico, Haugh, Tracey, 2010). Taking this into account, when we consider power as an essential attribution to detect stakeholders with highest salience, we can end up diminishing the importance of a social enterprise’s main stakeholders. Take, for example, organizations that have the objective of empowering women who suffer domestic abuse by employing them. In a nonprofit, you could say that those women would hold a normative power, since the regulamentation that guarantees the organization’s formal existence would demand that its serves this purpose. But in the case of a for profit, those women hold neither coercive, utilitarian nor normative power, so - though they are almost the enterprise's mission in itself - they would not be included in the definitive stakeholder category. The same can be held to for profit organizations that aims to reinsert homeless people into society. Vulnerability is usually the motivations of this kind of business, so it’s not uncommon that lack of power in itself defines who they want to focus on.

So, going in a different direction suggested by Mitchell et al. (1997), the B Impact Assessment seeks to evaluate the attention given by firms to Demanding (solely urgent), Discretionary (solely legitimate) and Dependent (urgent and legitimate) stakeholders, probably with the exact aim of analysing how firms are overcoming the power criteria that tends to lead organizations to focus solely on their own survival not a common good.

Figure 2: Attributes Considered by the B Impact Assessment



Source: The Authors (2018), adapted from Mitchell et al. (1997, p.874).

4.2 Identification of social enterprises among B corporations

As already stated, the B Assessment categorizes companies into five industries: Agriculture/Growers; Manufacturing; Service with Minor Environmental Footprint; Service with Significant Environmental Footprint; Wholesale/Retail. Important variables on the assessment, like: number of questions; maximum score of each question; and subsections composing each section varies depending on the industry in which the organization is categorized. The wide majority of B corps are within the Service with Minor Environmental Footprint and Manufacturing categories. From 89 brazilian B corps, of which 4 had no information available, 78 were firms within those two categories. So, only companies in those industries were considered.

Table 2: Number of brazilian B corporations
categorized by industry

Agriculture/Growers	2
Manufacturing	21
Service with Minor Environmental Footprint	58
Service with Significant Environmental Footprint	3
Wholesale/Retail	1
B corps with no information available	4
Total	89

Source: The Authors (2018)

The identification of social enterprises was made through an analysis content of the institutional web page of each and every brazilian B corp exhibited on the B System website on May 30th. 89 organizations were listed by the B System, from those four had their web pages unavailable, so they were automatically excluded from the sample due to lack of information. Consequently 85 organizations remained to be identified as social enterprises or not.

As already discussed, social entrepreneurship is a complex concept that have been used in a diffuse way by academics and practitioners (Neck, Brush & Allen, 2009; Zadek, 2004). So there is no consensus or on what constitutes or defines the construct. But being the paper's objective to verify if there are differences in stakeholder prioritization between organizations that have a social mission as a final objective and those that have it as a competitive business advantage, it was possible to raise three criterias to identify the first kind of organization. Those that did not fit one or more of the three criterias were considered non-social. It is important to notice that none of the criterias used is definitive and exclusive to social entrepreneurship, but the reunion of all of those aspects in one organization is a strong indication of a mission driven organization.

For Profit Legal Format: According to Austin et al.'s (2006) although nonprofits and public initiatives can also be considered social enterprises, their legal format holds specificities that differentiates them from for profit organizations. So, although that is a complex discussion, with the aim of using clear and objective criterion, this paper will be considering only business as social enterprises - that excludes non-profit initiatives or cooperatives. Later on, those organizations formats were also considered inadequate to non-social enterprises. So both organizations were excluded from the sample using this criteria instead of being considered non-social.

Strategic Mission Directly Related to Social Value Creation: Intentions to generate social impact must be explicit in the enterprises strategic mission. Adopting the definition of Mair and Martí (2006), this research will focus on intentionality and not results. It is, however, necessary to be careful about what is declared and what is actually desired and done. But the B Certification itself is already a tool to filter this kind of discrepancy. And if the intention of generating social impact is not explicit on the organization's strategic mission we understand that this is not their focus.

- Social Impact according to 17 Sustainable Development Goals: The conceptualization of social impact is a controversial subject (Grieco, Michelini & Lasevoli, 2014). But as it is not the purpose of this research to enter in this very complex discussion, we chose to adopt the widely spread 17 Sustainable

Development Goals to define impact. So the social mission that it is explicitly intended must contribute to at least one of the UN's 17 sustainable goals.

Firm's Core Activities Direct Dependence on Social Value Creation: The generation of social impact should be directly related to the main activities of the company. Assistances to philanthropic entities, punctual voluntary programs or isolated social projects may indicate that, although the corporation is making a compromise to ethical and societal issues, the organization's social mission is marginal its main objectives and actions (Porter, Kramer, 2011).The same can be said about minimization of negative externalities. With the aim of being objective, for this paper, minimalizations of negative externalities will only be considered if the externalities being minimized were caused by the organization itself and not by the whole industry in which it is included. So, differently from firms that had ameliorated their production chain with the adoption of cleaner processes or materials, organizations that were already born with the proposal of offering sustainable products are going to be considered as generators of positive impact.

At first, a total of 79 certified organizations were identified and categorized within the two dominant industries, from those two were NGOs or cooperatives, then 77 remaining B corporations still had to be filtered.

Table 3: Process of identification of social enterprises

Stages of filtering to identify social enterprises	Social Enterprise	Non-social Enterprises
Inicial	78	0
Filter 1: For Profit Legal Format	77	0
Filter 2: Strategic Mission Directly Related to Social Value Creation	65	12
Filter 3: Firm's Core Activities Direct Dependence on Social Value Creation	58	8
Final	58	20

Source: The Authors (2018)

Then two databases were made, one for the 62 reports of social enterprises and another for the 21 reports of non- social enterprises with social sector. Through those criterias and separation of sectors, 59 social enterprises and 20 non-social enterprises were found.

4.3 B Impact Reports data systematizations and equalization

The table 4 shows the mean, variance and standard deviation of the scores obtained by each stakeholder, considering each type of company (social and non-social). Initially, in relation to social enterprises, the following order of prioritization of stakeholders was verified: community, workers, environment and consumers. Regarding non-social enterprises, despite different mean scores, the order of prioritization was the same, starting with the community, followed by workers, the environment and consumers.

Table 4: Descriptive statistics

Stakeholders	Community		Workers		Environment		Customers	
Enterprise Type	Social	Non-Social	Social	Non-Social	Social	Non-Social	Social	Non-Social
Average	11.37	16.74	5.55	6.44	4.38	1.98	2.44	1.87
Variance	41.40	70.32	1.03	2.17	32.61	13.97	1.41	3.34
Standard Deviation	6.43	8.39	1.01	1.47	5.71	3.74	1.19	1.83

Source: The Authors (2018)

Data dispersion, analyzed by variance and standard deviation, was higher for community and environment compared to collaborators and consumers (Table 4).

Then, in order to evaluate if the differences between the means presented in Table 4 are statistically significant, the Test for equality of means was performed. Firstly, we compared the average of the stakehoders within the types of companies, following the order of prioritization, thus comparing the community average (1st priority stakeholder) with the average of the employees (2nd priority stakeholder), and so on (Table 5).

Table 5: Comparison of the averages attributed to the stakeholders within the types of companies (values of the T statistic)

	Community x Workers	Workers x Environment	Environment x Customers
Social	6.853*	1.543	2.525*
Non-Social	5.377*	4.826*	0.119

Note: * = significance level <0.05.
Source: The Authors (2018)

The results of the T statistic, presented in Table 5, attest to the social enterprises at the significance level of 5%, that the average stakeholder community is statistically different from the stakeholder, therefore higher. Also, it was verified that there was no statistical difference between the averages of the workers stakeholders and environment, therefore, they present equivalent prioritization in the scope of social enterprises. Finally, it was confirmed that there is a difference between the means of environmental stakeholders and consumers. In summary, for social enterprises, the order of prioritization defined was: 1 - community, 2 - workers and environment and 3 - consumers.

Regarding the results of the T statistic, for the non-social enterprises presented in Table 5, was also found, at the significance level of 5%, that the average stakeholder community is statistically different of the workers stakeholder, therefore higher. Also, it was evidenced that there was a statistical difference between the averages of the workers stakeholders and environment, therefore, the first presents greater prioritization in relation to the second one. Finally, it was verified that there is no difference between the means of the environmental and consumer stakeholders. In summary, for non - social enterprises, the order of prioritization defined was: 1 - community, 2 - workers and 3 - environment and consumers.
In addition to the comparison within the types of companies (social and non-social), the average of the types of companies for each stakeholder was compared (Table 6).

Table 06: Comparison of the averages attributed to the stakeholders among the types of companies (values of the T statistic)

	Social Average less Non-Social Average	T Statistics
Community	-5.37	2.615*
Workers	-0.89	2.123*
Environment	2.40	2.148*
Customers	0.57	1.168

Note: * = significance level <0.05.
Source: The Authors (2018)

The results showed that the difference between social and non-social enterprises is statistically significant at the 5% level. Thus, non-social enterprises (average 16.74) prioritize the community stakeholder more than social enterprises (11.37). In relation to the stakeholder, statisticians also found a higher prioritization by non-social enterprises (mean 6.44) compared to social enterprises (mean 5.55). Regarding the environmental stakeholder, Test T showed that there is a statistically significant difference, therefore, the prioritization of this stakeholder is greater for social enterprises (mean 4.38) when compared to non-social enterprises (mean 1.98). Finally, the only stakeholder who did not present statistically different averages among the types of company was the stakeholder consumers, therefore, they present equivalent for both social companies and non-social enterprises.

4.4 Discussion

With the scores according to the weight given to each stakeholder, it is possible to perceive who are the most prioritized stakeholder by the companies. It was interpreted that those who received the highest scores were the groups that received more attention from B corps.

In social enterprises, the most prioritized stakeholder was the community, then environment and workers. According to Altinay, Sigala e Waligo (2016), human and political capital are the most important capital in this type of business, so the stakeholders who sustain this kind of capital must be prioritized. So, it is possible to infer the cause of greater attention to community. Social objectives balanced with economic ones and the difficulty in attracting financial resources make social enterprises more dependent on the community. That stakeholder can support business activities working as volunteers and allowing operations within the community.

Fowler, Coffey & Dixon-Fowler (2017) argue that the community should be considered part of the business in social enterprises because it is emotionally and physically connected to the companies. Thus, the findings in this study are supported by previously developed studies.

The second most important stakeholder was the environment. This stakeholder had higher scores in manufacturing companies. Probably, in this type of business the environmental impacts are greater, since the transformation process causes some externalities, like air pollution. Thus, it is consistent that manufacturing firms focus on environmental aspect.

In non-social enterprises, the results were similar to social enterprises, with the community, the environment and workers being more prioritized, respectively. However, the community had a greater prominence than in social enterprises. Although they are not social enterprises, all companies analyzed in this research have good social and environmental performance, since they are certified by B system, it is explains the highest scores for community and environment.

So if you look through Altinay, Sigala e Waligo (2016) and Fowler, Coffey & Dixon-Fowler (2017) standing points, actually B corporations do consider the power attribute of Mitchell's model (1997). If you see social enterprises as dependent on the community and the environment - especially those within the manufacturing industry -. then there is a power influence on stakeholder prioritization. The attribute that is actually overcome by those organizations is urgency, since - differently from most organizations - they can perceive long-term dependence relation (with community and environment), not only short-term ones (with financiers, consumers or investors). And if you come to think this dependence is much greater on social enterprises, that have a social mission as an objective, and that is probably why the standard deviation is lower on social enterprises.

The prominence of a stakeholder shows that in companies certified by B system there is no evidence of balance of stakeholder interests. Clarkson (1995) argued for the importance of balancing the interests of the primary stakeholder, since there is a relationship of survival of the firm with these stakeholders and the little attention given to a particular stakeholder can cause business disruption. The predominance of the community in the social enterprises and in the other companies certified by the B system does not agree with the argument of Clarkson (1995). Possibly, Clarkson's focus was on traditional business, where social and environmental issues were not strong. The current reality is different, because even companies that do not have a social nature, recognize the importance of social and environmental goals for the success of the organization.

In order to identify whether the scores given to the stakeholders in the social enterprises and non-social enterprises had similar or different behavior, were calculated the average, variance and standard deviation of the scores. The variance and standard deviation show the variability of the scores in relation to the average, thus, it was possible to differentiate the distributions of the social and non-social enterprises scores, noting if the stakeholder has the same meaning for both types of business.

As the community stakeholder was the most prioritized by social and non-social businesses, the analysis of the standard deviation will be focused on this group of stakeholders. In social businesses, the standard deviation was 6.37, in other words, in relation to the average the scores for the community varied 6.37, being between 5 and 17.74. In non-social enterprises, the variability of the scores was higher, with the standard deviation being 8.17, and the average range of scores was between 8.57 and 24.91.

The social enterprises scores were more homogeneous, in non-social enterprises the scores were more dispersed. It indicates that companies considered as social have perform more similarly to the community. The clarity of the organization's mission makes the companies logically have the similarity concepts of what the community is and how it deserves to be attended. The social goals as part of the organization's strategy, clarifies the importance of community and which strategies to use to have good results for this stakeholder.

On the other hand, slightly greater variability in non-social enterprises indicates that community treatment is differentiated between the firms. The companies listed in this study as non-social are certified by B system, so, the companies have a satisfactory performance to their stakeholder. However, these companies have only one social sector, and it is not a social nature. Thus, the motivations to considerer social goals are diverse, such as correction of damages already caused, promotion of the company's image, permission to operate, etc (Zadek, 2004). The various motivations not related to nature in the business, leads companies to adopt different concepts and strategies for the community, these strategies are linked to what the company intends to conquer with the effort to the community.

This result is in agreement with Weitzner and Deutsch (2015), when the authors argued that the prioritization of the stakeholders is according to the different perceptions and motivations of the managers. Although this perception has not been measured in this study, the nature of the business as well the strategies of the organization are operationalized by the managers so these players have influence in the prioritization process.

CONCLUSIONS

The research problem of this study was: are there different patterns of stakeholder prioritization in social entrepreneurship and in non-social enterprises? After applying the T test for equality of means in social enterprises, it was verified that there was no statistical difference between the averages of the workers stakeholders and the environment. The order of prioritization defined was: 1 - community, 2 - workers and environment and 3 - consumers. In non-social enterprises, it was verified that there is no difference between environmental and consumer stakeholder averages, and the prioritization is defined as: 1 - community, 2 - workers and 3 - environment and consumers. The comparison between the other stakeholders in both types of companies (social and non-social) showed a difference of means, which showed the different prioritization for each stakeholder. The report seeks to analyze the socio-environmental impact caused by each stakeholder, thus, the sample of this study gave more attention and caused less impact to the community.

The variance of the scores for the community in non-social enterprises was greater than in social enterprises. This indicates that social companies have a more homogeneous behavior towards the community, probably influenced by the clear mission of generating social value. Non-social enterprises, on the other hand, adopt social actions for several reasons, which justifies the different approaches to serve the community.

This study may contribute to academia and managerial practice. The research has reached a gap in literature: prioritization of stakeholder in social enterprises, it is not clearly addressed by researchers. A discussion of the concepts of stakeholder prioritization was made in this study and can be continued on new research. For managerial practice, managers of social enterprises may find ways for the management and prioritization of stakeholders. This activity is important for any type of organization, however, in social enterprises the relationship with stakeholders may be more critical, because the collection of resources is greatest challenges for this type of organization and is related to the management of stakeholders.

As limitations, this study considered only the stakeholder groups listed by the system, not considering other typical groups like suppliers, owners e government. The data for B impact reports are self-declaratory, in other words, the companies answer the questionnaires and send the documents for certification. This can be classified as a limitation because companies can declare what is more important to them, making the report's credibility doubtful.

As suggestions for future research, studies could be developed to understand why the community was considered as the stakeholder most prioritized by social enterprises, and which the implications for the sustainability of social enterprises. A qualitative approach should be most appropriate for that work. Others research could include new stakeholder groups, using other databases as GRI reports. Finally, new perspectives besides the socio-environmental impact could be analyzed to understand the prioritization of stakeholders.

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